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MEMORANDUM FOR: Deputy Chief, ██████

SUBJECT   : Notes on Conversation with Col. Herman O. Lane

1. Col. Lane stated at the beinning of period spent in War Plans Division that, at this time, he was not prepared to discuss our operation in detail; but was interested in meeting the personnel and being given a general description of our effort. Aside from the time spent in personal reminiscence, the entire period with War Plans Division was spent in the Global Plans Branch.

2. First question Col. Lane asked was: "What would happen to the organization of CIA when the first bomb was dropped?" Our reply to this was the outline of a wartime organization plan. He then asked if we sensed that the military, being dissatisfied with our acceptance of their requirements for wartime operations, were preparing to move into the clandestine field. Our reply to this was that, at the present time, they still expect CIA to be prepared to perform the assigned mission; but that if we continue to fail to accept requirements, they would no doubt develop their own clandestine support. In regard to country plans he asked if the plans would include requirements for personnel both U.S. and indigenous. We stated that it was our opinion that, as planning know how developed throughout the Agency, plans would become more detailed and eventually, we hope, would include statements as to the exact number of personnel of all types required for performance. In presenting our wartime organization, his reaction was that we had followed the general military pattern. We replied that that was true, but during wartime as a Fourth Force CIA could be more effective if the type of organization employed permitted ready coordination and cooperation with the military organization. In an aside to me, he stated that he noticed a great lack of management within the Agency, that he was not impressed by the oft-repeated requirement for compartmentation which was used as an excuse for failure to coordinate actions.

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Chief, War Plans Division

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